

# DRAFT

## PART I - FACE SHEET

### APPLICATION FOR FEDERAL ASSISTANCE

Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)

<b>2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):</b>		<b>3. DATE RECEIVED BY STATE:</b> 25-APR-17		<b>1. TYPE OF SUBMISSION:</b> Application <input checked="" type="checkbox"/> Non-Construction	
				<b>STATE APPLICATION IDENTIFIER:</b> N/A	
<b>2b. APPLICATION ID:</b> 17AC194022		<b>4. DATE RECEIVED BY FEDERAL AGENCY:</b>		<b>FEDERAL IDENTIFIER:</b>	
<b>5. APPLICATION INFORMATION</b>					
<b>LEGAL NAME:</b> Santa Maria Community Services <b>DUNS NUMBER:</b> 072885585			<b>NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes):</b> <b>NAME:</b> Dayle Deardurff <b>TELEPHONE NUMBER:</b> (513) 557-2700 405 <b>FAX NUMBER:</b> <b>INTERNET E-MAIL ADDRESS:</b> dayle.deardurff@santamaria-cincy.org		
<b>ADDRESS (give street address, city, state, zip code and county):</b> 617 Steiner St Cincinnati OH 45204 - 1327 County: Hamilton					
<b>6. EMPLOYER IDENTIFICATION NUMBER (EIN):</b> 310537141			<b>7. TYPE OF APPLICANT:</b> 7a. Non-Profit 7b.		
<b>8. TYPE OF APPLICATION (Check appropriate box).</b> <input type="checkbox"/> NEW <input checked="" type="checkbox"/> NEW/PREVIOUS GRANTEE <input type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/>					
<b>A. AUGMENTATION</b> <b>B. BUDGET REVISION</b> <b>C. NO COST EXTENSION</b> <b>D. OTHER (specify below):</b>					
			<b>9. NAME OF FEDERAL AGENCY:</b> <b>Corporation for National and Community Service</b>		
<b>10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:</b> 94.006 <b>10b. TITLE:</b> AmeriCorps State			<b>11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT:</b> Project Advance		
<b>12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc):</b> Greater Cincinnati, OH Hamilton County, OH (OH, urban core neighborhoods of Price Hill, Lower and West Price Hill, Roselawn)			<b>11.b. CNCS PROGRAM INITIATIVE (IF ANY):</b>		
<b>13. PROPOSED PROJECT:</b> START DATE: 09/01/17 END DATE: 08/31/18		<b>14. CONGRESSIONAL DISTRICT OF:</b> a.Applicant <input type="checkbox"/> OH 01      b.Program <input type="checkbox"/> OH 01			
<b>15. ESTIMATED FUNDING:</b> Year #: <input type="text" value="1"/>		<b>16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?</b> <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372			
<b>a. FEDERAL</b>		<b>17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT?</b> <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO			
<b>b. APPLICANT</b>					
<b>c. STATE</b>					
<b>d. LOCAL</b>					
<b>e. OTHER</b>					
<b>f. PROGRAM INCOME</b>					
<b>g. TOTAL</b>		<b>c. TELEPHONE NUMBER:</b> (513) 557-2700 405			
<b>a. TYPED NAME OF AUTHORIZED REPRESENTATIVE:</b> Dayle Deardurff		<b>b. TITLE:</b>		<b>d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:</b>	
				<b>e. DATE SIGNED:</b> 04/25/17	

# DRAFT

## Narratives

### Executive Summary

EXECUTIVE SUMMARY: Project Advance proposes to engage 16 AmeriCorps members, 11 of whom who will serve as Economic Opportunity support coaches, (4 will serve as Employment Coaches, 4 will serve as GED/ESL/Educational Coaches and 3 will serve as Housing Coaches) and 5 other members will serve as Health Navigators, providing health advocacy and access services to adults and youth, at 11 different low income Cincinnati sites, primarily in the underserved low income communities of Price Hill, Roselawn and Walnut Hills. By the end of the program year, 375 low income disadvantaged people will have enrolled employment coaching and 140 will have obtained employment, 300 will have enrolled in a GED or educational/academic advancement support class and 50 will have obtained a GED or diploma, 105 will have enrolled in a housing support program and 40 will have obtained safe affordable housing, 275 adults will have received health service access and information, 50 of whom will have received at least one completed health service and 4,520 youth at school based health clinics will have enrolled in health services and 2,500 will have received at least one completed service such as receipt of eye glasses. In addition, the AmeriCorps members will leverage an additional 100 volunteers who will assist in employment, educational or housing support services as tutors or program assistants and/or health access services as medical, client services or event assistants. This project will focus on the CNCS focus areas of Economic Opportunity and Healthy Futures. The CNCS investment of \$221,280 will be matched with \$119,953 in private funding.

### Rationale and Approach/Program Design

1.NEED: Our members serve families and children in poverty, faced with high rates of unemployment, and often lacking a high school diploma, safe affordable housing and/or access to health services. While the 14 county Cincinnati Metropolitan Statistical Area (MSA) has an unemployment rate of 4.3% as of the end of 2016 (Bureau of Labor Statistics), the primary communities where we serve have much higher rates of unemployment and poverty, including: Price Hill, 14.6% unemployed and 50% living below 200% FPL, (11 members), Roselawn, 9.5% unemployed and 26% below 200% FPL, (2 members) and Walnut Hills, 10.8% unemployed, (2 members). High percentages of adults have not completed high school in these communities: 46% to 51% in Price Hill, 52% in Roselawn and 41% in Walnut Hills, compared to 17% for all of Hamilton County, in which these communities are located. The U.S. Census Bureau data from 2014 indicates that City of Cincinnati has one of highest child poverty rates in the nation for a city of our size, with 44.3% of children living below the poverty line, more than double the national rate of 21.7 percent and nearly

# DRAFT

## Narratives

double the state rate of 22.9 percent. A regional study, Community Health Status Survey, reported that African Americans and Hispanics are more likely to live in poverty ,34% and 30% respectively, living below 200% of the Federal Poverty Level (FPL) , compared to 14% of the white population in the MSA. At our partner site locations, where nearly all clients live below 200% of the FPL, 60 -- 70% of all clients served are African American, except in our Wellness program, where 72% of those clients are low income Hispanics. In 2016, a local initiative, The (Cincinnati) Child Poverty Collaborative, (CPC) reported that children who live in poverty are being cared for by adults who are underemployed or not employed, most likely lack safe affordable housing, may lack a high school diploma needed to secure employment, and often lack access to basic health care. Each barrier compounds the other, based on our past experiences, unstable housing contributes to unemployment and vice versa. In southwest Ohio, The Health Collaborative, a nonprofit data driven research and networking organization, formed by area hospitals, public health facilities and others, conducted an intense examination in 2015 into community health needs and obstacles ([www.healthcollab.org](http://www.healthcollab.org)) When zip codes in a 20 county region were rated on the Community Needs Index (CNI), with 5 being the score for the most needs, those areas served by our members were identified as having the most health needs and least access to health care. They reported that barriers to health care included poverty (primary barrier), plus family & housing instability, transportation, lack of medical homes, lack of health care providers, and several other issues connected to inadequate presence of clinics serving low income clients (clinic hours & long lines). In 2013, The Greater Cincinnati Community Health Status Survey (CHSS), reported that health status, outcomes and behaviors were best among adults earning more than 200% FPL, lower among adults earning between 100% and 200% FPL and worst among adults earning 100% FPL or less. At the time of the study, dependent on poverty level, 23% - 44% of those below 200% of the FPL were uninsured and 29%-19% did not have a source for health care. Looking at local youth, 81% of Cincinnati Public School (CPS) students are economically disadvantaged, with 74.7% qualifying for free lunch (The Pew Charitable Trusts). This depth of poverty is an indicator of lack of health care as well. To address this need, since 1999, CPS has partnered with a major local health foundation, Interact for Health, planning and implementing 21 School Based Health Clinics (SBHC) in Cincinnati. The American Journal of Public Health concluded that "The SBHC is a model for providing quality health care services for children and adolescents that eliminates most barriers students face when they are trying to access health care. SBHCs address problems regarding transportation lack of nearby providers, lack of providers accepting public insurance, and parental difficulties getting time away from work to take a child to the doctor, which

# DRAFT

## Narratives

in turn helps parents retain employment and helps increase worker productivity." Academic gains have risen in Cincinnati Public Schools, during the same period when more SBHCs were established. Superintendent Mary Ronan stated: "...We know that if our students don't feel well, they won't learn well. School-based health services will help us prevent interruptions to learning and continue the momentum of progress that our students and community need.". 2.1 INTERVENTION: Project Advance members serve at 11 partner sites, including programs directly assisting low income clients in targeted communities to achieve stability, through workforce support and health related services which help raise low income clients out of poverty and are likely to result in improved income and health. Our interventions are under the Focus Areas of Economic Opportunity and Healthy Futures, based on our past successful intervention results. Members are fully trained to serve as: a. Employment Coaches: education, coaching and assistance, including some financial literacy information, to educate, motivate and enable clients to attain and retain employment; b. Education Coaches: GED, ESL and other educational coaching and support to enable clients to pass the GED tests, earn their high school diploma, or gain other knowledge that enhances their employability and job opportunities; c. Housing Coaches: housing education, connect to housing resources and other related supports to enable clients to obtain and retain stable safe housing; and d. Health Navigators: serving as community health workers, in social service facilities, and school based health clinics, screening patients for health issues, connecting and enrolling both adults and youth to targeted health services, and assisting with access to needed medical equipment, such as glasses and hearing aids. While our interventions include a set of distinct services, all members are also trained to connect the clients from one service to another. For example, clients of employment services are also directed to the GED, housing and health care access programs, to ensure that all their needs are being met and enhancing the likelihood of improved and long term economic and health stability. 3. THEORY OF CHANGE: Each of our proposed interventions is designed to assess the client status, provide appropriate information and skills training to low income disadvantaged clients to address their barriers and needs, and provide personalized coaching to assist them in reaching the related goal. Our 16 members will serve 11 months, from September 1, 2017 to July 31, 2018. These interventions are provided to low income clients who reside primarily in the targeted impoverished areas of Price Hill, Walnut Hills and Roselawn. All targeted goals are based upon our past intervention results, outlined in the EVIDENCE sections below. We expect to have the same targeted output and outcome results, as set in the past, except in 2 Performance Measures, as described and explained below. At 3 job and career placement partner sites, including past partner sites Price Hill (SMCS), Roselawn (Community

# DRAFT

## Narratives

Action Agency/CAA), and Walnut Hills (Lighthouse Youth Services/LYS), 4 trained members will serve as Employment Coaches for low income disadvantaged clients who are seeking employment. Based on past Performance Measure (PM) achievements, 375 low income disadvantaged people will have enrolled in employment coaching and 140 will have obtained employment. At each partner site, members will provide one on one coaching with individuals seeking employment services, pre-employment services, job placement services, and job retention/post-employment services to clients who have been identified as living at or below 200% of the FPL. Clients are assessed by the members through a questionnaire that explores skills, educational attainment, past employment, personal barriers and general employment interests, goals and related personal needs. Members enroll clients in a bi-weekly employment workshop, resume writing classes and/or individual one on one employment coaching appointments. Workshops can include sessions on job readiness training, interview techniques and workplace behavior simulations. Based on previous years of internal data, most individuals entering this program are in the age range of 16-35. Their skills and barriers are examined continuously throughout these services, with support and resources provided to address these issues (GED attainment, transportation, child care, education, housing, health). Post employment support is provided, with follow up phone calls and coaching sessions, if they elect to receive such assistance. Members help recruit and manage volunteers at some sites, as volunteers teach some of the workshops and /or locate resources for clients. Our impact is carefully measured, collecting data on client contacts, initial employment status and skills and success rates with employment attainment. Our 4 members who serve as GED/ESL/Educational Coaches will provide tutoring and instruction in basic literacy, adult education, GED classes, and homework help at 2 different sites in the low income disadvantaged communities of Price Hill (SMCS) and Roselawn (Woodward High School) assisting adults and teens. Based on past PM achievements, we expect our members to enroll at least 300 students at these sites, where at least 275 will receive at least 10 hours of tutoring, at least 50 people will earn their GED or high school diploma. For each new student, the AmeriCorps member administers an appropriate baseline academic test, Test of Adult Basic Education (TABE), scores it, and talks with the student about his or her goals as the basis for developing an individual learning plan. Members lead group classes and provide one on one tutoring, using lesson plans from adult education materials and those geared towards the GED exam. ESL students are assessed based on language proficiency interviews. Additional progress measures for adults include the GED pre-test and the GED exam (high school equivalency). Final tests are scored and certified by the State of Ohio, the results are recorded and tracked by members in the service site's data system. Members may recruit

# DRAFT

## Narratives

and manage volunteers who help teach a class on a specific topic, like writing an essay. At Woodward High School, which has some of the highest rates of homelessness and poverty in the city, our member interviews students to determine needs, and introduces them to appropriate online education tools, matches them with volunteer tutors who have been trained in academic tutoring and introduces students to a variety of after school activities. The member collects data on student contacts, improvements in academic status when voluntarily shared by students and success rates on earning a diploma. At 2 housing services partner sites, SMCS Price Hill (SMCS) and Freestore Foodbank, a new partner site in the low income area of Over the Rhine, 3 trained members will serve as Housing Coaches for low income clients who have barriers to finding and maintaining safe, stable housing, such as inexperience, lack of knowledge, legal problems and lack of income. Clients will be interviewed and assessed to determine barriers, enrolled in classes or coaching to learn of resources, housing management and address income and legal issues. Based on past PM achievements, our members will enroll at least 105 clients at these sites in tenant education classes or coaching, and at least 40 people will transition into safe affordable housing. Members interview and assess the needs and barriers of each client through a formal intake questionnaire. Based on past data, most clients are between the ages of 18 and 45. Members enroll the clients in housing education classes and/or individual coaching, connect them to resources, teach the client how to use online housing search tools, provide budgeting & financial management coaching, arrange for clients to receive legal support if needed, and educate clients on home management issues. At 4 health services partner sites, 5 Project Advance members will serve as Health Navigators. Based on past performance results, 275 adults will have received health service access and information, 50 of whom will have received at least one completed health service, and 4,520 youth at school based health clinics will have enrolled in health services and 2,500 will have received at least one completed service such as receipt of eye glasses. Both of these output PM's will be different than those used in the past, as we are changing our output PM to better clarify services rendered. Two members will serve at 2 school based health clinics (SBHC), sponsored by Cincinnati Health Department, located within 2 Cincinnati Public Schools that have the some of the highest rates of poverty. Youth are also transported to these clinics from other schools for services. Members assist youth with health care access and /or vision services, including health exams, determination of existing conditions, eye exams, dental exams, individual visits to the school health workers when needed, and medical insurance determination and serve as a liaison between the schools, the SBHCs and the families. Three other members will serve as Health Navigators in adult health services at 2 partner sites: 2 members will serve within SMCS at the Wellness program site in

# DRAFT

## Narratives

Price Hill, and 1 will serve on a traveling medical service van with Healthy Moms & Babes targeting local low income communities. These members will provide health care access for clients, including: interviewing client on health needs, insurance enrollment and eligibility, attaining a medical home, general health care access, securing services for targeted long term health issues, (such as diabetes), documentation for health service access, follow up calls related to health care, medical testing, obtaining needed medical equipment, and transportation to health care. Members will assist with recruiting and managing volunteers for health services and events, including 2 annual health fairs in Price Hill.

4. EVIDENCE BASE: Over the past 3 years, our members have provided significant services in Economic Opportunities, serving as Employment, GED, and Housing Coaches and in Healthy Futures as Community Health Navigators. We offer a firm history of Pre-Preliminary Evidence, collecting systematic and accurate data on our intervention activities and services delivered, with participant outcomes reported for these interventions. Our 2015-16 Performance Measure results speak to these achievements, of our 15 members that year: 3 Employment Coaches enrolled 846 clients in workshops and coaching, of whom 304 gained knowledge and 309 obtained jobs; 4 GED/Tutoring Coaches enrolled 723 clients in educational programs, of whom 301 completed a program and 91 obtained a GED or diploma; 1 Housing Coach served 318 clients and 48 obtained safe stable housing; 5 Health Navigators at School Based Health Clinics enrolled 4,912 youth in health services, of whom 2,646 received at least one completed service such as receiving eye glasses and 3 Health Navigators at adult wellness facilities provided access information and support services to 1,542 adults, who received 1,698 health related services. At each partner site, our members carefully help to collect and coordinate data management on all performance measures. Employment Coaches track and record results of client assessments, client participation and attendance at workshops and coaching sessions, pre and post tests on employment related skills, and employment attainment, as evidenced by employment letters or confirmation phone calls. GED/ESL/Education Coaches, track and report client test scores, attendance, sample test results and GED/diploma attainment. Housing Coaches track and record member assessments, enrollment in classes, pre/post surveys if applicable, attendance at workshops and coaching sessions and housing attainment. Health navigators utilize the client service tracking systems at their sites. Data is recorded in the site online electronic outcome software or spreadsheet, dependent on the data collection plan of the partner site. At all sites, members refer clients to other services and sites to address their full set of needs. The local partner sites for Employment, GED/ESL and Housing Coaches are placed at local partner sites whose services are modeled after nationally researched effective service programs to address obstacles of families facing

# DRAFT

## Narratives

poverty, such as the Financial Opportunity Centers (FOC) and/or Centers for Working Families, researched by the Annie B. Casey Foundation. "FOC clients who received more intensive bundled services had even more positive financial outcomes than participants as a whole. Clients receiving bundled financial, employment, and income support services were nearly twice as likely to achieve job placements as clients enrolled in only one service.." The Alliance for Excellent Education reports that individuals without high school diplomas "are far more likely to spend their lives periodically unemployed, on government assistance, or cycling in and out of the prison system. ....Not only do high school graduates earn more than high school dropouts, they are also more likely to be employed... (and) ... earn an annual average of \$8,000 more than those without diplomas...." The GED Testing Service reports that "Adults who earn a GED® credential can earn the same level of weekly wages as high school graduates,..." 5. NOTICE PRIORITY: The interventions of this program do not fall within the listed Priorities but do fall under the general focus areas of Economic Opportunity and Healthy Futures. 6. MEMBER TRAINING: Members begin their service term with an intensive week long orientation training, which includes an overview of the member agreement, position description and enrollment materials, community worker role and responsibilities, mental health first aid, team-building, volunteer engagement, cultural sensitivity, and review of AmeriCorps requirements including using OnCorps, prohibited activities, and accurately recording data for Performance Measures. Trainers include Project Advance and SMCS staff and community experts on non-AmeriCorps topics. After the initial orientation, each member spends the following week being trained at their partner sites and begins to learn their service activities. Onsite training includes review of client services, client assessment materials and protocols, client records and record management, printed and online subject matter materials and resources, and extensive coaching by the site supervisor on member role and responsibilities. For members serving in the Healthy Futures areas, training by site supervisors includes units on topics such as health disparities, patient relations, cultural sensitivity, health outreach, health education, and case management. Additional site trainings are provided throughout the service term. Project Advance staff interview all members within 2 weeks of service placement, to ensure member comfort with placement. We provide twice monthly training for all members throughout their service term, with local experts presenting on both professional development and client/community related issues, including: team building, equitable leadership, social justice, CPR, domestic violence, legal services, youth mental health, social service resources, disaster readiness, life after AmeriCorps, community history and serving people with disabilities. 7. MEMBER SUPERVISION: Project Advance members are assigned to one of the partner sites, for

# DRAFT

## Narratives

their term of service, in line with their interest, skills and partner site needs. Site supervisors meet one on one with Project Advance staff prior to the start of the service term, to review roles, expectations and training plans. They attend a special  $\frac{1}{2}$  day training during the member orientation week to ensure they understand the AmeriCorps rules, OnCorps system and their role mentoring and preparing their AmeriCorps member(s). This includes member supervision expectations, prohibited activities, criminal check background requirements and ensuring that supervisors understand the role of an AmeriCorps member in their organization. Supervisors meet with both Project Advance staff about 4 weeks after the member begins service at the site, to discuss activities, training and any issues in service performance and are expected to provide ongoing one on one guidance to each member, typically an average of 2 hours a week. The Project Advance Director has monthly check-ins with each supervisor, and reviews the member status with the Project Advance Manager, who meets regularly with the members, to ensure a supportive service experience. Any issues or problems that arise are addressed immediately by staff and the site supervisor in a collaborative effort.

**8. MEMBER EXPERIENCE:** Our members use their experiences to build their skills and set new career goals. Training sessions are designed to build their professional development and personalized coaching is structured to support personal growth in the workplace. Service activities provide real life experience in client management, service delivery, data tracking, service protocol, community resources, time management and office team structure. Justice Talking, offered at least 4 times per service term, plus local city wide AmeriCorps events with other AmeriCorps program members, provide time for reflection and connection to the broader National Service network. Supervisors serve as mentors, provide the guidance needed for their member to advance in his/her career and are a key part of the meaningful experience that our members are seeking. The Project Advance Manager meets twice a month with each member, to discuss performance and service activities, learnings, obstacles, and needs. If issues arise, she incorporates targeted professional coaching for the specific member.

Members are recruited locally through online advertising at colleges and local media outlets, emailing our flyer to partner agencies and workforce development programs, word of mouth, recruiting events at colleges and local events and direct outreach to applicants in eGrants applicants who live in our region. We have a successful history of recruiting from several of the low-income communities where we place members, including Price Hill. In 2016-17, for example, we have 6 members who are from and live in our core service area of Price Hill and at least 8 who have been clients of some aspect of social services in their lifetime. Our members, currently ranging in age 18 to 70, sometimes need career guidance, are new to the workforce, just out of college, changing career directions or come

# DRAFT

## Narratives

from a disadvantaged background. We are committed to helping them have a rewarding and successful service experience.

9. COMMITMENT TO AMERICORPS IDENTIFICATION: All members take the AmeriCorps Pledge when during their orientation training. To help build their AmeriCorps identity and pride, this past fall, 2016, we joined with 5 other AmeriCorps programs in the Cincinnati area to host a city wide swearing in event at the Cincinnati Zoo, where members were introduced to other programs and fellow AmeriCorps members and alumni. This successful event will be repeated in the fall for the 2017-18 service term. Our members are invited to trainings offered by other local programs and enjoy socializing at the annual Mayor & County National Service Recognition Day city wide event. Each Project Advance member is given a lapel pin, plus AmeriCorps t-shirts and sweat shirts, to wear these at their service site. We enroll members in the AmeriCorps Alumni Network and, this year, we shared information from Service Year Alliance, as that organization seeks to build a local city wide AmeriCorps alumni network.

### Organizational Capability

1.ORGANIZATIONAL BACKGROUND & STAFFING: SMCS empowers Greater Cincinnati Price Hill families as they achieve sustainable health, employment, housing and family life. SMCS began in 1897 by the Sisters of Charity, as a settlement house for Italian immigrants, later incorporating as a nonprofit in 1972, as it had become the primary service provider for Appalachians who immigrated from rural areas to the west side of Cincinnati. Today, it is a catalyst to improve the well-being of all Cincinnati Greater Price Hill families, including African Americans, Hispanics and Appalachians, the vast majority of which are disadvantaged low income residents. SMCS plays a leadership role in addressing educational, human services, and community leadership development needs in the Cincinnati Greater Price Hill areas, providing a continuum of care to a wide range of people from infants to older adults, to both U.S.-born residents and immigrants. Programs include: Workforce Development Program helping low-to-moderate income families achieve financial stability by assisting with employment, GED preparation, housing and financial education/coaching; Wellness & Bienestar Program providing access to health education and health care and related follow up assistance; Early Child Development/Parenting programs that address needs of first time at-risk mothers and their children, and helps parents prepare their children for kindergarten; Price Hill Youth Program helping youth participate in the community and increase their attendance and success at school; and Project Advance AmeriCorps. Santa Maria provides services to more than 4,000 individuals and families annually, operates from five office locations in Cincinnati's Greater Price Hill and Sedamsville/Riverside area, employs over 60 staff, and engages more than 500 volunteers who

# DRAFT

## Narratives

give more than 20,000 hours of their time annually. SMCS Board of Directors is comprised of a diverse group of individuals from corporate, non-profits, universities, hospitals, public schools, law firms, public courts, religious organizations and local residents, including the past Project Advance AmeriCorps director, who helps to inform the board of the value and management aspects of this AmeriCorps program. Sources of funding for SMCS include federal funding (WIA and LISC), United Way of Greater Cincinnati, Greater Cincinnati Foundation, corporate sponsors such as Proctor and Gamble and Chemed, USBank, and private foundations such as Sisters of Charity Ministries, and others. As a long time recipient of federal, state, local, corporate, and private funding, we have a proven record of being in compliance with all programmatic and financial regulations related to each funder. External audits of all funding are performed annually and are reviewed and approved by the Board of Directors. This AmeriCorps program receives the same compliance and accountably attention implemented for all of our funding sources. Our accounting department is comprised of a Comptroller, who has overseen Project Advance funding since 2014, and 2 assistants who work directly with the AmeriCorps funding to ensure fiscal compliance. The CEO, H.A. Musser, has been with the agency for over 30 years, moving up through the organization after being hired as a community organizer shortly after he completed his master's degree in social work. Vice President Blair Schoen has been with the agency over 25 years and oversees all programs, including Project Advance, to ensure and support quality service implementation, reporting and continuous improvement. SMCS employs a personnel director, who also manages volunteer recruitment and retention and trains and assists our members on volunteer recruitment and management. Project Advance operated as Project ACE AmeriCorps for 19 years under the auspices of another agency, until 2014, when that parent agency was dissolved and the program was merged into Santa Maria Community Services. The current Program Manager, Bonnie Hood, B.A., has been with this AmeriCorps program since its inception as Project ACE, transitioning to SMCS in the merger. Dayle Deardurff, B.A. & J.D., current Project Advance Program Director, was the executive director for another successful AmeriCorps program, Public Allies Cincinnati, from 1999 through 2007, and joined Project Advance in April 2016. This agency has a long track record of working with a diverse group of community organizations and successfully implementing large federal programs. Planning for Project Advance includes both outreach and one on one meetings with site supervisors, to ensure we meet their needs as we set performance measure targets and recruit members. The goals of this AmeriCorps program align extremely well with the services already being offered at SMCS. Enlisting external partner sites who offer these services through varying approaches can only strengthen and improve

# DRAFT

## Narratives

the impact on the overall community.

2. COMPLIANCE: Santa Maria Community Services has the organizational structure, staff and experience to ensure compliance with all AmeriCorps rules and regulations, including those related to prohibited unallowable activities. Together, as full time employees dedicated to the AmeriCorps program, Ms. Deardurff and Ms. Hood oversee the program and work directly with the members, partner sites, member supervisors, and ensure all CNS financial and programmatic requirements. Ms. Hood, interacts weekly with members to ensure their volunteer experiences are progressing successfully and that the service needs of their placement sites are being met. Ms. Deardurff manages the relationships and communications with the partner sites and site supervisors to support the placements and ensure that each site remains in compliance with all AmeriCorps programmatic and fiscal regulations. Monthly visits and communications between the Program Director and site supervisors detect and prevent programmatic and/or fiscal compliance issues and serve as a source for suggestions and implementation of program improvements. As another layer of check and balance, issues of concern with partner sites and/or member activities are discussed as needed at bi-weekly supervision meetings between the vice president and the Program Director. If question arises on a member or site management issue that needs more guidance, the Program Director contacts Serve Ohio staff. Together, the Program Director and Program Manager regularly review data submitted by the members and site supervisors for accuracy and to identify potential areas where improvements are needed. Monthly financial reports are provided to the Program Director by the Finance Department and our Comptroller is in contact with Serve Ohio financial staff on any new or unusual financial question or issue. Collectively, these ongoing communications keep all parties on track with the grant requirements and quickly highlights any potential issues that may arise. Both Project Advance staff and the Vice President are also active members of the Cincinnati AmeriCorps network of program directors. Our Program Director actually leads this group, which provides an informative sharing environment for local AmeriCorps directors to discuss issues of compliance, recruiting, member management and training and other aspects of program management to ensure a high quality program and adherence to CNS requirements.

### **Cost Effectiveness and Budget Adequacy**

Our cost per member service year (MSY) is \$13,830. We have a substantial cash contribution from local agencies totaling \$242,000. This includes \$160,000 (\$10,000 from each partner site per MSY) and \$82,000 from United Way of Greater Cincinnati. Santa Maria Community Services employs a full time development director who helps to raise the additional funds needed, through individual donors, fundraising events, and if needed, targeted grants specifically for this program.

# DRAFT

## Narratives

This proposal requests support for an administrative staff of 1.7 FTE's to support a team of 16 members in eleven different program locations. This lean administrative design is possible due to the fact that the site supervisors will provide the day-to-day supervision and on-site training of members, allowing for one Project Advance Program Coordinator (full time with Project Advance, but only charging 95% FTE to this AmeriCorps budget) to facilitate the oversight of our 16 members. The Program Coordinator also coaches and mentors each member to ensure they experience personal and professional growth while having meaningful volunteer service year experience. The other personnel requested in this proposal is for a Program Director (full time with Project Advance, but only charging 75% FTE to this AmeriCorps budget) to oversee the program progress, cultivate partner relationships, maintain AmeriCorps compliance requirements, facilitate all contractual matters, approve budgets and programmatic data in OnCorps, and assist with member experiences and trainings. The Program Director works closely with the site supervisors to ensure the compliance, effectiveness and success of the program.

Other staff within SMCS assist with training at times, but their time is not charged to this budget. It is our expectation that by utilizing the many talents of individuals already working at SMCSs our AmeriCorps program is more robust and successful. All other costs included in the budget are appropriate for the execution of the program. All travel and training costs are detailed in the budget and necessary for the program. All Other Program Costs are detailed in the budget and are calculated using agency standard policy. Items where no expense is listed, such as local staff travel, equipment and consultant fees are provided by other funders and so are not listed in this budget. Our proposed MSY reflects and includes the past increased cost for the minimal stipend that has gone up over the past 3 years. The total cost of this program is \$341,233, of which \$221,280 is CNCS funding and \$119,953 is Match funding.

### Evaluation Summary or Plan

I.INTRODUCTION: Project Advance AmeriCorps, a program of Santa Maria Community Services (SMCS), places 16 members in low income communities at 11 targeted Cincinnati area partner sites where they provide direct services to disadvantaged residents in Employment, GED/Tutoring, Housing or Health. This process evaluation will examine the activity of training and is expected to provide a qualitative view of the value of the overall member training experience, including orientation, bi-monthly sessions and placement site training, and whether this total training program supports the quality of the member performance and retention. We would like to learn if members feel fully prepared and supported to do quality service at their sites. This may mean more, or less, training

# DRAFT

## Narratives

on targeted topics such as: professional skills, client needs, office processes, community resources, problem solving steps, client barriers, performance measure tracking, community issues, and/or personal skills. Supervisors will be asked to answer questions on the training they provide and what they believe was provided to their members, and what more was needed for their members. The evaluation results will also be reviewed in consideration of member retention, to learn what training helped or could have helped to engage the members in their service commitment. The evaluation results will be used to guide changes and improvements in the training offered by our program and the training that is expected to be provided at the partner sites. Project Advance staff will lead this internal evaluation, and will be assisted by other internal staff and an external evaluator. II.

**PROGRAM BACKGROUND:** Project Advance has been a program of Santa Maria Community Services (SMCS), a social service agency providing a variety of services aimed at raising the economic, health and employability of low income residents in the Cincinnati community of Price Hill. Prior to 2014, this AmeriCorps program operated under a different name (Project ACE) and under the auspices of another Cincinnati area non-profit. Since transitioning to SMCS, the direct service activities of the AmeriCorps members has shifted slightly, from focusing on GED tutoring and health services, to focusing on employment, GED, housing and health. This shift of focus aligns the member activities better with our community needs and the services of our parent agency, SMCS. Looking back at our shifting member roles, training and retention over the past 3 years, we believe we need to examine our member training and its impact on both the quality of member services and member retention. Our session by session evaluations are helpful at a low level and our end of year surveys sometime provide helpful suggestions. Our Performance Measure results have been good each year and we have updated our training to meet the changing roles, yet we wonder if there is more we can do to ensure a full training experience that will improve both the quality services rendered by our members and the overall member experience itself. We also wonder if enhanced training, by our program or site, could contribute to better retention. There have been no previous evaluations of this program or any of its components. III.**RESEARCH QUESTIONS:** Hypothesis: Better trained members will result higher confidence to best serve clients and higher likelihood of member retention and service term completion. This evaluation is designed to answer two primary questions: 1) Does the current training, both that offered by Project Advance and that offered by placement sites, provide a strong foundation for the members to serve in their AmeriCorps positions? 2) Do members believe that the training provided to them affected their experience and retention in the program? IV.  
**EVAULATION DESIGN:** This evaluation will examine the member training components from

# DRAFT

## Narratives

several vantage points, including the member perspective, the site supervisor perspective, and data on retention. Members and site supervisors will be asked to complete surveys in the winter of 2017-18, and again when members exit the program, regardless of their termination date. Collectively, this body of information will be used to enhance the training components for the 2018-19 service year, when another round of surveys and exit interviews will be conducted, and those subsequent evaluation results will be used to enhance the member training experience for 2019-20. By surveying the members and supervisors at the midpoint in their service year, several immediate impacts will take place: adjustments can be made to enhance the experience, results will impact planning for the subsequent year and members will become engaged by considering the value of their training. These mid-year results will be used to help plan the 2018-19 training. The same surveys will be administered when the member exits the program or completes their service term, to both members and site supervisors. At the end of the service term, in September 2018, we will examine the results of the exit interviews to determine if there are aspect of the training that affected loss or retention of the members. Overall, if certain aspect of the training components appear strong, we want to be sure to replicate those sessions and if certain aspects of the training appear to be weak, we want to adjust those components. This evaluation has some limitations in guiding us to program improvements. For example, we believe that the quality of the training may impact the results of our performance measures, many factors affect these results and we cannot specifically tie output and outcome results only to the training. Overall, we view this evaluation as one based on the assumption that better trained people produce better results for the task at hand.

V.DATA COLLECTION: This will be an internally conducted evaluation. Questions will be developed by the Project Advance staff, with guidance from internal staff (Vice President and/or HR director) and an external evaluator with experience in HR and/or AmeriCorps training and retention. Support will also be provided by the HR Director of SMCS, who will serve as the data collector to allow participants to remain anonymous.

Surveys are being developed for members and supervisors. Surveys will be administered twice, once at mid-year and once upon exiting the program. Questions will ask participants to give overall ratings and satisfaction of: training, support from program and site supervisors, and tasks and responsibilities. Open ended questions will be asked regarding: value of what they learned, what could have made experience better, what they wished they had known and advice for future members. Similar types of questions will be asked of supervisors, as appropriate, in a shortened format. Surveys will be entered into Survey Monkey and links will be provide to the members and supervisors. Each member and site supervisor will be provided with a participant number and responses will be collected and collated by

# DRAFT

## Narratives

the HR Director, who will provide the collective responses in two documents, one with member responses and one with supervisor response, to the Project Advance staff. An outside evaluator with experience in HR, training, and/or AmeriCorps program management is being sought to review these responses and prepare a report that will help guide us in adjusting our training program components. We will also seek general input from 3 to 5 other local AmeriCorps programs on their training components. These ideas will be included in the evaluation report(s) as determined to be useful.

**VI. ANALYSIS PLAN:** Research Question: 1) Does the current training, both that offered by Project Advance and that offered by placement sites, provide a strong foundation for the members to serve in their AmeriCorps positions? 2) Do members believe that the training provided to them affected their experience and retention in the program? Indicators: a. Ratings of training components b. Ratings on confidence & support provided to members c. Ratings on learning and value of experience d. Content in narratives responses.

**LOGIC MODEL:** What is collected and how? a., b., c. & d. Members & supervisors report value and satisfaction in surveys. From Whom/Data Sources? a., b., c. & d. members and supervisors. When collected & by whom: Online surveys posted in Survey Monkey by staff, delivered mid service year and upon exit/completion of service term, responses tallied by HR Director or outside evaluator. How analyze the data? Tally responses & ratings, collect all narrative to be reviewed, report on results

**VII. TIMELINE:** Outline has been crafted and submitted to Serve Ohio as an additional document.

**VIII. BUDGET & OTHER:** Project Advance director will devote approximately 5 % of her time to planning and implementing this evaluation, and SMCS HR director and Project Advance Manager, will each devote about 10 hours per quarter cost is already included in their salaries, no added costs will be incurred. SMCS has the computers and access to Survey Monkey. No travel time anticipated beyond regular training and visits with members and site supervisors. Outside evaluator will be sought, in-kind donation of time will be preferred, or up to a \$1,000 consulting fee.

### **Amendment Justification**

N/A

### **Clarification Summary**

N/A

### **Continuation Changes**

N/A

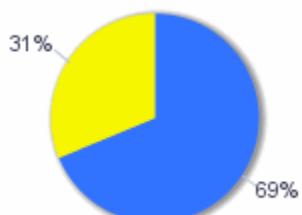
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## Grant Characteristics

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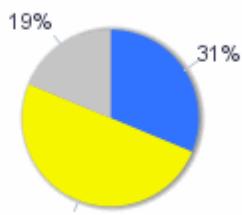
## Performance Measures

**MSYs by Focus Area**



■ Economic Opportunity:11 ■ Healthy Futures:5

**MSYs by Objective**



■ Access to Care:5 ■ Employment:8 ■ Housing:3

Table1: MSYs by Focus Areas

Focus Area	% MSYs
Economic Opportunity	69%
Healthy Futures	31%

Table2: MSYs by Objectives

Objectives	%MSYs
Access to Care	31%
Employment	50%
Housing	19%

**% of MSY NPM VS Applicant VS Not in ANY**



■ Applicant:0 ■ National:8 ■ Not in ANY:8

Table3: %MSYs by NPM vs.Applicant vs. Not in ANY

% MSYs	NPM	Applicant	Not in ANY
50%	50%	0%	50%

Table4: No of MSY and Members by Objective

Objectives	No of MSYs	No of Members
Access to Care	5.00	5
Employment	8.00	8
Housing	3.00	3
Total	16.00	16

Primary Focus Area: Economic Opportunity

Primary Intervention: Job Placement Services

Secondary Focus Area:

Secondary Intervention:

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Performance Measure: Job Placement Services

Focus Area:	Economic Opportunity	Objective:	Employment	No of MSY's:	4.00	No of Members:	4
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Problem Statement:

Lack of assistance to overcome barriers to employment in low income target population. Barriers to employment limits parents' ability to support their families and support education for their children. Additionally high unemployment rates lead to related issues such as poor health, lack of suitable, stable housing, lack of financial literacy, and lack of civic participation.

Selected Interventions:

Coaching/Counseling  
Job Placement Services

Describe Interventions:

Job placement services - Initial personal assessment of each client to determine needs, skills, past experience and employment goals, followed by daily one on one employment coaching; bi-weekly or monthly job readiness workshops; weekly individualized job search assistance sessions; weekly coaching on job retention and advancement. Based on past experience from SMCS's Workforce Development program and Community Action Agency Workforce program, 375 clients will participate in services, 125 clients will secure employment, and 140 clients will gain at least a 10% increase in their work readiness skills as indicated by a pre and post test.

O3 Output:

O3: Number of econ disadv individuals receiving job placement services.

Target: 375 Economically Disadvantaged Individuals

Measured By: Activity Log

Described Instrument: Activity logs - Track individual's enrollment and participation in one on one job placement coaching services. Activity logs - track attendance and completion of Employment Workshops. Pre and post workforce knowledge skills testing.

OUTCM12187 Outcome:

Individuals will gain skills about job seeking and job retention.

Target: 125 individuals

Measured By: Other

Described Instrument: Pre and post test administered to participants to determine their knowledge of workforce skills before and after completion of workforce development workshop.

O10 Outcome:

O10: Number of econ disadv individuals placed in jobs.

Target: 140 Economically Disadvantaged Individuals

Measured By: Other

Described Instrument: Documentation of employment in form of letter or follow-up phone call from AmeriCorps members to place of employment.

# DRAFT

Performance Measure: GED/ESL/Other Education

Focus Area:	Economic Opportunity	Objective:	Employment	No of MSY's:	4.00	No of Members:	4
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Problem Statement:

GED/Literacy/ESL: Low income disadvantaged clients need GED and/or ESL classes in order to obtain, retain and/or advance in employment .

Selected Interventions:

GED Education

Describe Interventions:

Clients are assessed for assignment to appropriate classes. For GED students, initial skills assessment test (TABE) is administered within first week of enrollment. Individualized instruction is provided for students to receive one on one tutoring and small group coaching five days per week and four evenings per week. Continuous TABE tests are administered to students to monitor their academic skill levels with the intention of adjusting individualized curriculum to fit the student. Also, students receive assistance with electronic GED registration. If student does not pass GED exam, curriculum is developed and delivered to student to address weak academic areas. ESL students attend weekly classes and receive individualized coaching. Increased knowledge is tracked through pre and post tests. At-risk youth are enrolled in after school tutoring program at Cincinnati Public School, participating 15 hours per week. Students are assisted with individualized curriculum development and enrollment in extra curricular activities, to build skills and engagement in school, to lead towards successful graduation. Graduation is tracked and reported for participating students.

O2 Output:

O2: Number of econ disadv individuals receiving job training or other skill development services.

Target: 300 Economically Disadvantaged Individuals

Measured By: Attendance Log

Described Instrument: Initial intake information of all students enrolled in these programs is entered in to each agency's database

OUTCM42283 Outcome:

Number of individuals completing GED, high school diploma and/or increased knowledge in ESL

Target: 50 Test results on unduplicated individuals

Measured By: Other

Described Instrument: GED test results, high school diploma and increased knowledge in ESL pre/post test results.

# DRAFT

## Program Information

### General Information

\*My organization has previously received an AmeriCorps State and National Grant. Organizations that have been a host site for AmeriCorps members but never had a direct grant relationship with either a State Commission or CNCS should answer "No."

Yes

\*The organization has sufficiently engaged community members and partner organizations in planning and implementing its intervention.

Yes

### AmeriCorps Funding Priorities

\*Check any priority area(s) that apply to the proposed program. In order to receive priority consideration, applicants must demonstrate that the priority area is a significant part of the program focus, high quality program design, and outcomes.

No NOFA priority area

### Populations Served

\*Check the appropriate box(es) to identify the populations the proposed program will serve. If you do not plan to serve any of the listed populations, select "None of the above."

Disadvantaged youth (K-12)

### Grant Characteristics

\*Check any grant characteristic(s) that apply to the proposed program. Applicants must check the relevant boxes in order to be considered for CNCS assessment of the strategic considerations and Special Initiatives

Community-based organizations, Geographic Focus-Urban

### Grant Characteristics-AmeriCorps member Population

\*Check any grant characteristics that apply to the AmeriCorps member population of the proposed program.

Communities of Color, Low-income individuals, New Americans, Older Americans

### AmeriCorps Identity/Co-branding

\*AmeriCorps members will wear the AmeriCorps logo every day.

Yes

\*AmeriCorps members will create and deliver elevator speeches.

Yes

\*The AmeriCorps logo will be proudly displayed on the front page of the organization's website.

Yes

# DRAFT

## Demographics

Other Revenue Funds	0
Number of episodic volunteers generated by AmeriCorps members	100
Number of ongoing volunteers generated by AmeriCorps members	0
Percentage of MSY who are opportunity youth, if any	0
Number reported in O15 who are opportunity youth	0
Number reported in O17 who are opportunity youth	0

# DRAFT

## Required Documents

<u>Document Name</u>	<u>Status</u>
Federally Approved Indirect Cost Agreement	Not Applicable
Labor Union Concurrence	Not Applicable
Other Documents	Sent
Evaluation	Sent

## Logic Model

Problem	Inputs	Activities	Outputs	Short-Term Outcomes	Mid-Term Outcomes	Long-Term Outcomes
The community problem that the program activities (interventions) are designed to address.	Resources that are necessary to deliver the program activities (interventions), including the number of locations/sites and number/type of AmeriCorps members.	The core activities that define the intervention or program model that members will implement or deliver, including duration, dosage and target population.	Direct products from program activities.	Changes in knowledge, skills, attitudes and opinions. These outcomes, if applicable to the program design, will almost always be measurable during the grant year.	Changes in behavior or action. Depending on program design, these outcomes may or may not be measurable during the grant year.	Changes in condition or status in life. Depending on program design, these outcomes may or may not be measurable during the grant year. Some programs, such as environmental or capacity-building programs, may measure changes in condition over a period as short as one year.
Low income disadvantaged adults face barriers to employment which limit their ability to support their families. Barriers include lack of knowledge & experience to search, apply and retain employment, possibly compounded by low educational attainment, unstable housing, health issues, child care & transportation.	4 AmeriCorps Job Placement Coaches, Service term Sept. 1 through July 31, intervention begins Sept. 11; 3 Partner Agencies: Santa Maria Community Services(Workforce), Community Action Agency & Lighthouse Youth Services. Also, site supervisors, training consultants, online service & training resources, United Way, ServeOhio, AmeriCorps trainings, gear, materials.	Job Placement: Job readiness coaching, assist instruction in Employment Workshops, pre and post workforce skills assessed, resume building and job searches assistance for clients.	Job Placement: 375 Economically disadvantaged clients receive one or more job placement services.	Job Placement: 125 individuals will gain skills about job searching and job retention through workshop attendance.		Job Placement: 140 clients will be placed in jobs. O10
Severe education	4 AmeriCorps	GED/ESL/Educatio	GED/ESL/Educatio			GED/ESL/Educatio

## Logic Model

Problem	Inputs	Activities	Outputs	Short-Term Outcomes	Mid-Term Outcomes	Long-Term Outcomes
deficit among residents in Cincinnati's low income, inner city neighborhoods. is a barrier to employment, limits parents' ability to support the education of their children, and leads to related issues in health and housing.	GED/ESL/Education Coaches at 2 Partner Agencies: Service term Sept. 1 through July 31, intervention begins Sept. 11; Santa Maria Community Services(GED and Workforce) & Woodward High School (At Risk Youth Program of Urban League of Cincinnati) Also, training consultants, online educational materials, United Way, ServeOhio, AmeriCorps trainings, gear, materials.	n: Students enroll in programs, skills are assessed with TABE tests or other online assessments & interviews. One on one instructions are provided five days per week including tutoring, online tools, & group classes. Periodic tests are administered to monitor individual progress. At -Risk Youth are enrolled in after-school program, interviewed to learn needs. Tutoring, mentoring, and coaching is provided 15 hours per week.	n: 300 Students enroll in a GED or ESL or an At Risk Youth academic program and academic skills are assessed.	GED/ESL/Education: 275 students complete education program by attending a minimum of ten hours of instruction or ten hours of after school academic tutoring.		n: 50 students earn a passing score on the GED exam or earn their High School Diploma.
Low income disadvantaged adults face barriers to attain and retain stable housing which limits their ability to hold employment & support themselves and their families.	3 AmeriCorps Housing Coaches at 2 Partner Agency: Service term Sept. 1 through July 31, intervention begins Sept. 11; Santa Maria Community Services(Workforce) & Freestore Foodbank; resources include site supervisors,	Housing: Clients are assessed & interviewed to determine barriers and needs, enrolled in bi-weekly tenant education workshops and/or one on one coaching sessions that take place for an hour, daily or weekly as	Housing: 105 economically disadvantaged clients, including homeless individuals, will receive housing services	Housing: 40 clients will transition into safe affordable housing.		

## Logic Model

Problem	Inputs	Activities	Outputs	Short-Term Outcomes	Mid-Term Outcomes	Long-Term Outcomes
	training consultants, online educational materials, United Way, ServeOhio, AmeriCorps trainings, gear, materials.	needed, connected to resources for legal and income supports.				
Low income disadvantaged adults & youth in our targeted areas lack access to health care. Barriers include poverty, unemployment, unstable housing, low literacy rates, cultural perceptions of health and well being, and a lack of understanding of access to health care systems available to them.	5 AmeriCorps Health Navigators: Service term Sept. 1 through July 31, intervention begins Sept. 11; 3 serving adults at 2 partner sites, SMCS Wellness, Healthy Moms & Babes plus 2 serving youth at 2 School Based Health Clinics(SBCH). Also, training consultants, United Way, Serve Ohio, AmeriCorps training, gear, materials, and manuals.	Health: assist with health service access, health education, appointments, follow ups, screenings & medical equipment access and for youth clients, also link families to services & information.	Adults: Provide 275 clients with information on insurance or health service access. SBHC Youth: Enroll 4,520 youth in health services.	Adults: 50 clients will have received a completed health service SBHC: 2,500 youth will have received a completed health service such as eye glasses.		